Safety in Army Transformation TRADOC

PURPOSE

To summarize TRADOC safety actions in support of integrating safety and risk management into Army Transformation.

To identify areas for DASAF support to HQDA & MACOM Transformation initiatives and activities .

Transformation Campaign Plan Lines of Operation

AXIS: TRAINED & READY

- **LO 1: STRATEGIC REQUIREMENTS & PLANNING**
- LO 2: MODERNIZATION & RECAPITALIZATION
- LO 3: MANNING THE FORCE & INVESTING IN QUALITY PEOPLE
- LO 4: MAINTAIN UNIT READINESS & TRAINING
- LO 5: TRAINING & LEADER DEVELOPMENT

AXIS: TRANSFORM THE OPERATIONAL FORCE

- LO 6: JOINT / ARMY STRATEGY & CONCEPTS
- LO 7: ARMY DOCTRINE
- LO 8: OPERATIONAL FORCE DESIGN
- **LO 9: DEPLOYING AND SUSTAINING**
- LO 10: DEVELOP AND ACQUIRE ADVANCED TECHNOLOGY

AXIS: TRANSFORM THE INSTITUTIONAL ARMY

- **LO 11: MANAGEMENT OF FORCE PROGRAMS**
- LO 12: INSTALLATIONS
- **LO 13: STRATEGIC COMMUNICATIONS**
- LO 14: RESOURCING

Missions Supporting LO#2
Modernization & Recapitalization

• **TRADOC and Branch Safety Office support to Safety & risk management integration into DTLOMS:**

- **MATERIEL (Combat & Training Developments)**
    - **System Safety Working Group(s)-- e.g., IBCT-- IAV SSWG**
    - **Requirements-- MNS and ORD; MANPRINT**
    - **Platform Performance Demonstration (IBCT)**
    - **US Army Fuze Safety Review Board**
    - **simulators / simulator-based training (LO #10)**
- **ORGANIZATION**
    - **Force Design Review = LO#8 (Operational Force Design)**
    - **Organizational & Operational (O&O) concept review**
    - **Ties to LO #14 Resourcing**

- **DOCTRINE = LO#7 (Army Doctrine)**
    - **link to O&O Concept Review**

- **Work within the branch, CA and CAS school houses to apply lessons learned**

Missions Supporting LO#3
Manning The Force & Investing In Quality People

- **TRADOC and Branch Safety Office support to Safety and risk management integration into DTLOMS**

    - **MATERIEL / ORGANIZATION-- safety input to MANPRINT**
        - **Ability to safely accomplish assigned mission(s) built into organization**

- **Safety staff support of mission / training activities**
    - **Training safety and safe training**
    - **Safety infrastructure**
    - **Injury prevention (e.g., SCT, BCT tng sequence, etc.)**

- **Ties to LO#5 Training (IET, Leader & functional)**

- **Ties to LO #12 (Installations) and LO #14 (Resourcing)**

Missions Supporting LO#4
Maintain Unit Readiness & Training

- **Installation safety office support to tenent "warfighting (MTOE) units.**

- **Safety program evaluations (ties to LO#5)**

- **Training support infrastructure (ties to LO#12)**

- **METRICS (risk-based)**

- **Doctrine and Training Products (e.g., TC 25-10, FM 25... , SMCT/CTT, CALL pubs-- ties to LO#5 and LO#7)**

LO#5 Training & Leader Development

1. **Risk management training**
* **Leaders:**
    * **Institutional:** Common Core, CAS3, CGSC, DSS, pre-comm (OCS, ..) **WHINSEC**, **ITC**, **TCDC**, **PCC**, **PLDC**, **DAC (Supv, SBLC), Gar Cdr**
      Simulation (TCDC, other?)
    * **Certification** IET functional tng unit Cadre / instructors / DSGTs.

* **Initial Entry Training:**
    * **AIT (Driver safety awareness focus)**
    * **BCT ("culture" focus- not specific class)**
    * **Soldiers Common Task Training (CTT) / SMCT-- SL 3 & 4**

2. **Commanders safety course** (Bde, Bn, Co and Sr NCOs)

3. **Safety awareness training**
    * **Specific-- HAZCOM, DU hazards, H3, materiel/weapon systems.**
    * **Integrated into IET and functional training.**
    * **Certification IET and functional tng Cadre / instructors**
    * **Range Safety Course (incl. risk management application)**
    * **CTT [SL 1 task review: institution vs unit]**

4. **Training execution**

LO#5 Training & Leader Development

5. <u>Training development</u>
   • **Use risk management to build safety into tasks/TTPs & mitigate risk.**

6. <u>Publications</u>: CALL (Lessons learned); tng guides & Doctrine (TCs, FMs-- 25-series). Doctrine influences training (LO #7, Doctrine)

7. <u>Evaluation</u>-- assessments / reviews: TRADOC (Safety, DCST, IG, IRAC), DAIG, GAO, CAIG (USASC & internal), ARI SSMP-- "culture"

 <u>Think about</u>-- risk management "certification" (instructors cadre)

[METRICS !!]

Missions Supporting LO#6
Joint / Army Strategy & Concepts

- Participate in MACOM "Transformation Safety work group / coordination forum"

  - Goal: Ensure appropriate safety involvement in Transformation-- "coordinated and synchronized" safety and risk management integration

  - Objectives:
    - Synchronize LO actions
    - Situational understanding (share information)
    - Economy of Force
    - Unity of Effort

- Ties into DASAF support areas (slide #19)

Missions Supporting LO#7
Army Doctrine

- **Army doctrine**
- **HQ-- Keystone (100 / 3-0/6-0/5-0), Combined Arms**
  - **Branch safety-- capstone, branch how-to-fight**
  - **Interim Force (IBCT) manuals (TTPs)**
  - **Cross-walk with training / tng pubs (TC's)**

- **Joint & multi-service Doctrine (HQ safety)**

- **Coordinate with USASC and MACOM Safety**
  - **Ties to LO#6 and DASAF Support.**

- **Objectives:**
  - **Comprehensive review-- by safety**
  - **appropriate safety & risk management content,**
  - **tie to Force Protection,**
  - **"synchronize" across doctrine (Army internal, Multi-service & Joint)**

Missions Supporting LO#8
Operational Force Design

- Tie in to LO#7 (Doctrine) and LO#14 (Resourcing)

- Unit safety advisor initiative (current experience-- RTB and 7th Trans Gp)

- MANPRINT (Branch safety)
  - Operational T&E
  - Concept Evaluation Program (CEP)
  - Battle Laboratories
  - AWE, DCX, other "experiments"
  - Future Combat System (FCS)

Missions Supporting LO#12 Installations

- **BASOPS safety support (LO#12)**
    - **Accident Prevention Programs.**
    - **Infrastructure safety.**
    - **Family support / Soldier wellbeing / risk reduction for readiness pgm.**
    - **Risk management (advise and assist).**
    - **Safety education / training .**
    - **Program evaluations (installation, unit / organizational).**

- **Doctrinal input (LO#3)**
    - **FM 100-22, Installation Management.**

- **Regulatory input (e.g., 420, 210, 600/350 series)**

- **BRAC**

- **Metrics [SLOS, ISR III, model safety program(s), risk-based]**

Missions Supporting LO#14 Resourcing

- **Standard Levels of Service (SLOS), (TRADOC Transformation):**
    - **HQ and installation safety involvement in safety SLOS**
    - **Development of model safety program**
    - **Development of performance metrics (CCIR)**
    - **Tie-in of risk management (risk-based resourcing of safety program / safety straff resources).**

- **Total Army Analysis (TAA).**

- **DRID 20 / CA-A76**

- **Doctrine: Safety tied into Force Protection & FM 100-22**

- *Unit safety advisor initiative (current experience)*

- **METRICS-- SLOS, ISR III, model safety program(s),**

Safety Staff Role in Integration

- **Safety staff imperatives:**
  - Safety is the commanders' eyes and ears for maintaining safety situational understanding.

  - Safety manager direct and unimpeded access to the responsible leader / manager at all levels is a safety program "combat multiplier".

- **Safety Goals:**
  - Prevent Accidents and Manage Risk.
  - Safety Understanding and Risk Management Integration .

- **Safety is--**
  Green Tab Responsibility
  Special Staff Function

Safety Staff Role in Integration

- **Core Competencies:**
  - Provide Technical SME safety & occupational health (SOH) and risk management support to entire organization; and
  - Advise and assist the commander on technical and managerial SOH and risk management issues.
- **Essential Safety Support Functions / Processes**:
  - **Integration**:   SOH program staff management oversight, policy/guidance, safety awareness and risk management, career program.
  - **Information**: Collect, analyze, and advise / disseminate (education-- hazards, risks, controls / countermeasures, and lessons learned).
  - **Evaluate**: Independent and unbiased (inspect, investigate, assess).

Safety in Army Transformation
DASAF Support

DASAF support to HQDA & MACOM Transformation initiatives and activities .

- Relook Army safety policy (ARs) to provide Cdrs maximum flexibility and minimize waivers.
- Army philosophy for safety (Green Tab responsibility)-- Support safety staff organizational placement as special staff.
- Risk management-- continue emphasis [accident analysis, Edu & Tng, information and lessons learned (RMIS)]
- Maintain positive control of Army safety program.
- Resource IBCT with safety professional.
- Metrics (risk management, safety program resource requirement basis, Safety core competencies, supporting processes & goals).
- Coordinate doctrinal input from MACOM safety ("stove pipe")

END STOP

**Breakout Group 1
Training and Doctrine**

SOHAC Mar 01

Safety and Risk Management Integration
Army Transformation - Doctrine and Training

Pupose:

– **To identify doctrine and training safety and risk management integration opportunities in Army Transformation-- tasks / initiatives / objectives that support Army Transformation.**

– **To incorporate safety and risk management integration in support of Army Transformation goals and objectives into revision of SafeForce21.**

Goal: Prevent Accidents and Manage Risk.

Objective: Premanently embed risk management as a guiding principle in all that the Army does.

LO#5 Training & Leader Development

IMPLEMENTING ACTIONS [1/2]:

1. **Institutionalize** risk management (RM) in the Tng Develop Process.

2. **Include** RM & safety Edu <u>&</u> Tng in all/core institutional leader Dev. Tng. [military & civilian]

3. **Include** RM Edu or Tng in IET and institutional "functional" Tng.

4. **Include** RM <u>&</u> safety Edu & Tng (and "certification"): Tng Developers, instructors / Drill SGTs / cadre.

5. **Provide** Risk Mgnt Tng for Legacy Force.

6. **Apply** Risk Mgnt in all training activities [managing risk].

7. **Provide** <u>L2</u>-- ways & means to obtain, analyze, assess, and disseminate.

LO#5 Training & Leader Development

IMPLEMENTING ACTIONS [2/2]:

9. Relook safety career professional development plan [Incl. RM Edu & Tng ("certification")].

10. Develop METRICS-- ways & means to measure effectivness & achievement of RM and safety Edu & Tng objectives ["CCIR"].

11. "Integrate" risk mgnt in Army & MACOM Policy (e.g, Regs).

12. Define the safety staff's role in risk mgnt & safety Edu & Tng.

13. Review TRADOC Transformation O&O Plan.

14. Identify ways to teach risk management across the Army as a "life skill" (e.g, risk reduction for readiness).

SF21 LINK(s):

1. Goal #2: Embed (integrate) safety & RM process into all Army training developments and training.

2. Goal #6: Provide & integrate RM into all aspects of leader

LO#7 Army Doctrine

<u>IMPLEMENTING ACTIONS</u>:

1. **Ensure** safety "function" is retained in Army "capstone" doctrine (FM 3-0) as an "element" of Force Protection (protecting the force).

2. **Integrate** safety & RM into Interim Force (IBCT/BCT) manuals (TTPs).

3. **Estab**. <u>ways</u> & <u>means</u> to coordinate & synchronize doctrinal review by DA & MACOM safety staffs ("stove pipe" process).

4. **Review** doctrine for appropriate safety and RM and synchronize with training Edu., training & tng pubs [proponent safety office] (LO#5).

5. **Include** RM in multiservice doctrine (Interim Force).

6. **Include** RM in Joint Doctrine (Objective Force).

7. "**Integrate**" safety & risk mgnt in Army & MACOM Policy.

<u>SF21 Link(s)</u>:

1. Goal #3: Ensure safety and RM process are integrated

LO#12 Installations

IMPLEMENTING ACTIONS:

1. Integrate risk management (RM) into BASOPS planning and processes [e.g., master planning, Infrastructure (MILCON, MAR, etc.), hazard ID & abatement, recreational activities, Site plans, BRAC, FUDS, …].

2. Develop metrics (risk-based): SLOS, ISR III, model safety program(s), …

3. Ensure safety staff involved in family support / soldier wellbeing (e.g, risk reduction for readiness pgm.).

4. Put safety & RM in FM 100-22, Installation Management.

5. "Integrate" safety & risk mgnt in Army & MACOM Policy.

SF21 Link(s): Goal #1: Ensure the Army is a safe place for people to work, (train) and live. Ties in with LO#5 &

LO#6 Joint / Army Strategy & Concepts

IMPLEMENTING ACTIONS:

1. **Estab. Transformation Safety "work group / coordination forum"**
2. **Link to USASC home page ["open forum" for ideas].**

GOAL(s): Ensure appropriate safety involvement in Transformation-- "coordinated and synchronized" safety and risk management (RM) integration in Transformation Los.

OBJECTIVES:
- **Synchronize LO safety and RM integration actions .**
- **Maintains situational understanding (share information).**
- **Economy of Force.**
- **Unity of Effort.**

SF21 Link(s): Goal #3: Ensure safety and RM process are